►►► # Office of Major Projects

**Vision:** Provide consistent quality leadership in project management using industry best practices. Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

Highlights · · · ·

Project Management
eGovernment Program
Enterprise Architecture
Org. Change Mgmt
      Business Process Mgmt
ERP Service Delivery
Application Delivery
Systems Engineering
Quality Month
Recognition
Projects

2009

Holidays   the
Happy   from   Team
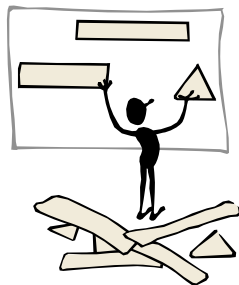
*The OMP Teams
join in saying
"Thank You"
and wishing everyone a
Successful New Year.*

Mission Statement:

"In synergy with DTI's mission, provide Diligent, Measurable and Practicable technology solutions for the State of Delaware. Under guidelines of the CIO, the Office of Major Projects builds economical and efficient technology solutions that enable the State of Delaware to serve, protect, and communicate effectively with its citizens."

Project Management

Submitted by Bryant Baker

THERE'S A BRANCH IN YOUR FUTURE

Landscaping Projects are not out of the question!

Last year, the Project Management Institute's Delaware Valley Chapter (DVC) decided to promote the idea of creating a Branch organization for Delaware. The "Dover Branch", as this is referred to by the Chapter, is a bit of a misnomer – the Branch intends to serve the entire Delmarva Peninsula to, but not including, Virginia. As the Branch needs to maintain its growth for financial support from the Chapter, we plan to continue what we have been doing to date and add more activities to serve a broader base of project management professionals on the Peninsula. In doing so, the membership body can take advantage of all the different paradigms across public agencies, private companies, and non-profit organizations.

The last two meetings, held at Delaware State University were:

- October 2008 – "Top 25 List of Things to do When Planning & Scheduling".
- November 2008 – "Managing Project Tradeoffs"

There are additional exciting events already finalized for 2009 towards the Branch's goal of providing the local Chapter membership with many opportunities:

- Current and future CAPMs, PMPs, and PgMPs* conveniently earn PDUs! No travelling to Philly; you can hear presentations locally that are focused on local needs and issues.
- Community of Practice opportunities – learn from other non-DTI PM personnel on their best practices (Lessons Learned) and apply them in your context.
- PM-oriented public service prospects – do "social investing" and potentially apply your skills and knowledge to select local non-profit community concerns needing PM advice (more PDUs!).

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* *These are PMI certifications.*
For more information, see a Branch representative.

- Exposure to cross-professional component events. Although efforts are in their infancy in this arena, the Branch is planning to explore symbiotic relationships with other professional components and societies, such as PMI's Metrics component, Central Delaware Chamber of Commerce, the American Society for Quality, DQP, and APCO, just to name a few of these potential partnerships.

To fully realize the Branch's potential, the Branch will continue with efforts to providing a Return On Investment (ROI) for those members whose employers financially support their participation. For example, although we are officially not involving Virginian organizations from the Delmarva Peninsula, we intend to see if there is any interest from NASA's Wallops Island facility personnel to participate in our activities to avoid any missed opportunities. (NASA has been a leading-edge contributor to the fields of Project and Program Management for the past 45 years). If we are successful, this represents a bonanza of a learning opportunity for our membership.

As an additional ROI for supporting organizations, the Branch also intends to further develop leadership opportunities for PM personnel. For example, where Board participation has been out of reach for much of the DVC membership here due to several factors, having a Branch doubles the number of leadership opportunities for the Chapter as a whole.

For more information, please see any DTI member of the Branch leadership team – Charles Campbell-King, Gary Somma, Linda Opdyke, PN Narayanan, Richelle Edwards, or Bryant Baker.

> **"The Master in the art of living makes little distinction between his work and his play, his labor and his leisure, his mind and his body, his education and his recreation, his love and his religion. He hardly knows which is which. He simply pursues his vision of excellence in whatever he does, leaving others to decide whether he is working or playing. To him, he is always doing both."**
>
> *- Zen Buddhist Text*

eGovernment Program

Submitted by LiWen Lin

IDENTITY ACCESS MANAGEMENT (IAM) PROJECT

The IAM project is moving ahead with creating the framework for Self Registration and Password Recovery for users in IAM. This phase of the project will set the groundwork for a full single sign-on solution enterprise-wide for those applications integrated with IAM. In September this effort was completed in the test environment. Jim He is the lead on this initiative and he has been working diligently in this uncharted area. Jim has already demonstrated the usability of lost password recovery! Way to go Jim!

The Department of Transportation (DOT) has a second application, International Registration Plan (IRP), that will be integrating with IAM. It will be the first application to use the single sign-on and lost password functionality. This com-prehensive planning of combining their first application, International Fuel Tax Administration (IFTA), with IAM and going forward with their second application, IRP, will place DOT in a good position to offer single sign-on services to their customers! They are definitely proceeding in the right direction and DTI's IAM project team is only too happy to assist!
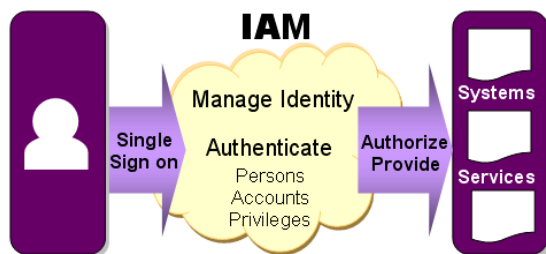

VIRTUAL ROUTING AND FORWARDING (VRF) PROJECT

The VRF project is moving steadily and slowly ahead as we head down the home stretch of this initiative.

The Office of Management and Budget (OMB) was the latest organization to be migrated. This leaves five remaining groups to be migrated, including DTI. The deadline for the project has been extended due to the complexity of the migrations that remain. The remaining organizations are not only large, but also far more inter-twined from a network perspective. The organizations tend to share locations, which means greater physical split work required by both the organization and Telecom. There are also purchase orders that are required for routers and transceivers, which add additional time to the process.
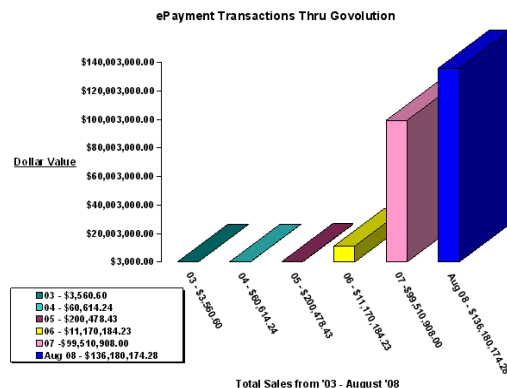
Even with all the work that needs to be done by the organization, they have consistently praised the project team for their customer friendly, knowledge-able, and attentive attitude!
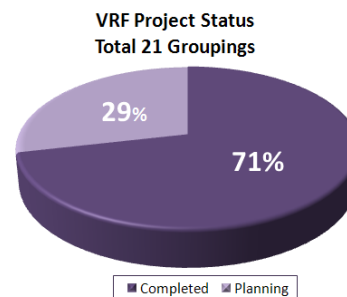
GOVOLUTION

ePayment

Summary of net dollars generated with statewide ePay solution since 2003 procurement

Enterprise Architecture Program

Submitted by Jim Salb

BUSINESS CENTRIC IT

Visit the
DEAL website.

From Spaghetti Code to Process Models or "How can we migrate from decades-old programs to Business Process Management?"

WHAT ABOUT ME?

Question:

"As a programmer, project manager, or DBA: will I become irrelevant when we move to business process modeling?"

Answer:

"Absolutely not. This is an evolution, not a revolution. None of the new products, tools, or methods invented in the past 40 years has eliminated the need for these professionals. The evolutions that got us where we are today have resulted in greater responsibilities, higher training requirements, and less drudgery. Our job descriptions will evolve with the new technologies and requirements as they always have."

> **Customer: "I don't have a,**
>
> **computer at home.**
>
> **Is the Internet available**
>
> **in book form?"**

AGILITY

One of the top drivers in today's world is the need to be agile, to be able to respond to changes. These changes might be new laws, a retiring work-force, higher demand for services, or the need to give customers coordinated, one-stop services.

IT is involved in every facet of the business. We provide the telecommunications backbone, the engineers and operators. We support BC/DR solutions, manage change, perform maintenance and upgrades, and we manage or lead projects. Some of these functions did not exist 20 years ago and if they did exist, they were not IT services.

One reason that IT is consistently charged with providing new services is that, from an enterprise-wide view, we can make the business more agile and we can save money doing it.

Some of our responsibilities keep expanding, our problems keep getting bigger. They get more complex rather than simpler. One way to reduce complexity is to reduce the amount of redundant code in our application silos.

SILOS AND DUPLICATION OF EFFORT

We built our silos for many reasons, including the way we fund projects, and political and legal requirements. These silos duplicate business processes and data elements several times over. IT has to manage this environment.

In Delaware, we have over 30 different systems that do licensing; however, to date we have found only 13 different business processes in all of those licensing applications (prepare application, confirm qualifications, collect moneys, issue License, for example). Why maintain 30 systems when we could be maintaining only 13 processes?

The business needs for a driver license are different from a fishing license, but those differences can be orchestrated into appropriate business processes or services and save time and money.

BETWEEN A ROCK AND A HARD CODE

We are constantly faced with the need to reduce costs and time-to-delivery while providing better service. However, we are maintaining applications with hundreds of thousands of lines of code. Many times, the enhancements and maintenance result in more lines of code. This makes our jobs harder, not easier. This same old problem needs a new answer.

In order to cut time and cost, we can take a different approach to architecting and managing application systems. Moving to business process modeling and creating a service oriented architecture will enable us to build reusable and non-redundant code.

We can wisely migrate our current code base, replace the spaghetti, and build cost effective, process driven services. The appropriate granularity of a service can be discerned from application code so that it can be orchestrated and

reused throughout the enterprise. At this point, IT will begin to maintain smaller chunks of code; for example, a service like Confirm Qualifications could be used in hundreds of different processes.

ONE WAY TO DO IT?

Today, tools are available that can extract business rules from application code, scripts, JCL, and databases. The output of this extraction can be represented as business process models (Figure 1).
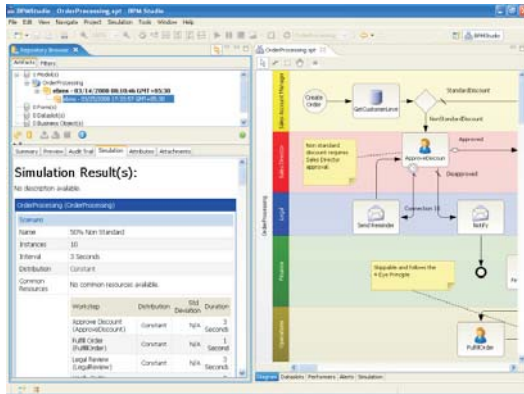

Figure 1 - Courtesy Savvion Inc

These models can be engineered into process flows that can be manipulated by business managers. When business rules change, the business managers can orchestrate the necessary changes to become as agile as the business requires. The models can enable real-time monitoring of business processes so a business manager can engineer process changes to ensure the business continues to run smoothly. One of the tools to monitor processes is a dashboard. (Figure 2).

Figure 2 - Courtesy Savvion Inc

WHERE DOES THIS LEAVE IT?

Business processes consist of three main parts: Process Flow Rules, Process Management Rules, and Process Event-Action Inference Rules. These rules are represented in business process models

and data streams (usually XML). Managing the Who, What, When, Where, and Why of services comprise part of a Service Oriented Architecture (SOA). The responsibility of managing these models – on an enterprise level – (plus everything else an IT shop is doing) make up the evolving IT environment.

In some organizations, managers will not want to orchestrate their business processes. IT will then be needed to assist the organization in the form of Business Process Engineers, Modelers, and Process Improvements specialists.

WHAT ABOUT THE DATA?

IT will be charged with refining the information we keep so that we are managing it, not just housing it (Master Data Management). Business managers need to know where to go for the "best" data or information for their needs. DBAs and Data Modelers will provide that service.

WHAT ABOUT ME?

Utilizing services and repeatable processes should reduce the complexities of BC/DR as long as the services are properly architected. Project leaders and managers will eventually reduce the complexity, time, and cost of projects.

Operations, Help Desk, Security experts, Systems Engineers, and Telecommunications Engineers will face challenges that are not addressed here, but the complexity of those challenges will depend on a well-engineered SOA.

In Summary:

IT is evolving into an agility enabler through strategic architecture, planning, and knowledge of business. This will greatly increase the need for skills in communication, coordination, and collaboration.

Is this the answer to all of IT's problems? No, it's just one step to improve the way we handle trillions of dollars and quadrillions of transactions world-wide every day. In the future, we'll have a new golden goose to cure the problems that this evolution created.

Organizational Change Management

Submitted by Joe Shockley

DTI BUSINESS PROCESS MANAGEMENT (BPM)

Helping to make things more productive and efficient in the workplace.

How often do you try to do business only to find that the person who knows about the process is out of the building or on vacation? Or there is no 'official' process but you know the 'go to' person and that's how you get something done. Better yet, you struggle through an inefficient process and know it could be done so much better; but how do you change it?

Business Process Management (BPM) provides a strategy designed specifically for addressing these types of issues. BPM is a methodology for managing and improving the performance of the business through reviewing, documenting, and standardizing business processes.

Gartner defines a business process as a collection of related, structured activities (a chain of events) that produce a specific service or product for a particular customer or customers. In the book "BPM Basics for Dummies", the authors' state, "BPM is aptly named because it addresses the enterprise across three core dimensions: Business, Process, and Management". BPM facilitates the goals and objectives of the business by directly promoting process effectiveness, transparency and agility. The effort and costs of executing business processes can be reduced.

DTI has implemented a BPM Program that is all about helping the people that *do* the process – *do* it better. The goal of the DTI BPM program is to review and analyze a process; identify sources of errors and bottlenecks in process flows and apply best practice processes. The focus will be on DTI business processes that impact external customers and those core internal processes crossing multiple teams. One objective of the BPM program is to develop and use a central repository of documented processes. This, in turn, will make the process of doing business across teams, departments, and organizations more consistent by providing visibility into a process or function, diagramming the steps and functional workflow of the process.

Lynn Hersey-Miller, Chief Program Officer, is the Executive Sponsor for the BPM program; Jeff Savin, DTI Controller, and Pam Waters, Organizational Change Management Team Leader, are the Program Sponsors. The BPM Team is comprised of Charles Campbell-King, Ann Messina, Tricia Anne Saunders, and Joe Shockley, Program Manager and OCM Lead.

The BPM Team will work with the Team Leader and key participants to identify the process owner(s) and the subsequent roles and responsibilities. The process owner will be consulted throughout the review and analysis process. Process documentation is reviewed and approved by the process owner(s) and Team Leader before it is published or distributed.

One strategy the BPM Team has employed is to start small and gain successes. Various processes within DTI that have been reviewed, documented, and improved include the updated Lobby Works visitor registration intranet web page, the Blackberry Provisioning process, Lessons Learned, and Effective Meetings. They are published to the Intranet or Extranet. Processes in the pipeline include the Network Security Request (made up of Firewall, VLAN, and SSL-VPN requests), Domain Naming Service, and Service Withdrawal, to name a few.
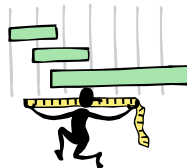
An added benefit of the BPM process review and analysis is to determine what metrics or Key Performance Indicators (KPIs) can be established for a process. An old management adage, that is still accurate today, states; "You can't manage what you don't measure." Unless a process or function is measured, the performance (good or bad) may not become apparent until it is too late.

If you know of a process that should be documented or know how a process could be reworked, the BPM team would welcome your suggestion. Requests may come to the BPM Team two ways - through the Team Leader meeting and/or the Governance Team.

*(**BPM** – Continued from page 6)*

Team Leader Meeting:

The Review Request form (available on the DTI Intranet under "Get Forms") is completed and submitted to the appropriate Team Leader who will present it during the Team Leader meeting. The BPM Sponsors prioritize and submit to the BPM Team.

The Governance Team:

Processes identified by the Governance Team are submitted to the Team Leaders for review. The BPM Sponsors prioritize and submit to the BPM Team.

If you have ideas, talk them over with your Manager and/or Team Leader to get the ball rolling.

The BPM Team has been educating DTI management and staff by conducting presentations during team meetings. If your team hasn't seen the presentation yet, we'll be coming to your meeting soon.

Processes and related documentation are published on the DTI Intranet and Extranet under the "DTI Business Process" tab. Notification of published process documentation is presented in the "Discover DTI" email notice from the Web Development Team.

If you have any questions about the Business Process Management program, send an email to the team mailbox at:

DTI_BPM_Program@state.de.us

Newsletter Contributors:

Bryant Baker
Tim Darcy
Nancy Erwin
Lynn Hersey-Miller
Baljinder Kamboj
LiWen Lin
Mike Malik
Pn Narayanan
Jim Salb
Kamlesh Sheth
Joe Shockley

Congratulations!

Kiran Kokonda & Pari Viswanath

Married in India on
August 18

Welcome

New/updated staff for the CPO Teams in the 3rd & 4th Quarters 2008.

ERP Service Delivery
- *Durk Lee* transferred from Application Delivery to join the ERP Service Delivery Team.
- *Sudhi Chintalapati* accepted the ERP Sr. Project Lead position.

Organizational Change Management
- *Gail Kernaghan* and *Suzanne Morris* have accepted Limited Term positions on the ERP OCM Team.

Project Management
- *George Berg* joined the Project Management Team as a Project Manager assigned to Mainframe projects.

Enterprise Resource Planning (ERP) Service Delivery

Submitted by Kamlesh Sheth

SIGNIFICANT MILESTONES:

The ERP Project has reached several milestones which include:

- Successful conversion of DFMS data to People-Soft Financial Management System (FMS) application for the 2nd round of Business Process Testing
- Full Account Code conversion
- Integrated testing between PHRST and FMS using Integration Broker.

Several DTI Teams, especially the DTI ERP DBA team, continue to make significant contributions to these efforts and many others. They continually assist in creating, improving, and maintaining the ERP environment. DC&O always provides excellent support and monitoring of the PHRST Batch Schedule. The Change Control Team helps the ERP Team stay abreast of changes that may affect the PHRST application.

PHRST Production Highlights:

In addition to completing the many tasks that occurred during the last quarter, the ERP team continues to work on requests to support Production PHRST, which included applying PeopleSoft tax-updates and bundles and fixes. The ERP Team completed the technical design and development for ePay, which is currently in functional testing. We are working with the Treasurer's Office and PHRST functional groups to create TSA files for a new vendor and we supported the PHRST Benefits team in their annual flexible spending open enrollment and DTCC Open Enrollment.

Next Quarter:

The ERP Team will be applying additional tax up-dates & supporting Payroll Year-End processing.

Delaware Transit Corporation Highlights:

The ERP team continues to provide technical support for the PeopleSoft upgrade to this system.

ERP PROJECT HIGHLIGHTS:

Quality Center:

Twenty-five ERP Project team members were trained in Quality Center basic functionality. Two automated reports to display Closed and Open Defects were created and scripts to automate the reporting of test execution statistics are being developed.

PeopleSoft Security:

All identified upgrade roles and permissions for security were completed. The Security team configured Financial roles and permission security based upon team input. Functional testing is underway.

PHRST Upgrade:

The full conversion and integrated testing effort was completed successfully. The second Upgrade Test Move (de-customizations, Commitment Accounting and Time & Labor retrofit tasks) is underway.

FMS and Integration Highlights:

- Conversions: The second trial conversion process has been successfully completed. This round refined the process task list and re-tested the conversion programs.
- Interfaces: Programming of interfaces is almost complete and testing of the interfaces continues. DTI Systems Engineering has been helping to define the SFTP directory structure to handle the security needs for all organizations and third-party vendors that will interface with FMS.
- Scheduling: The Cybermation schedule for the PHRST Upgrade is shaping up. DTI schedulers have created a test version of the schedule.
- Integration Broker: Configurations were established in the Conversion databases for the first integrated testing.
- Commitment Accounting: Phase II development is complete and ready for testing. The ERP Group is now focusing on payroll, commitment accounting, and reconciliation reporting.

PeopleSoft Workflow:

Peoplesoft Workflow capabilities enable the user to efficiently automate the flow of information through-out the enterprise, crossing both application and functional boundaries. PeopleSoft Workflow Technology consists of a powerful set of tools that can automate time-consuming business processes and deliver the right information to the right people at the right time. The activities of multiple users can be merged into flexible business processes that increase efficiency, cut costs, and keep up with rapidly changing customer needs and competitive challenges. The ERP Financials team is implementing approval workflow for the core "purchase-to-pay" transactions of the PeopleSoft eProcurement, Purchasing, and Accounts Payable modules. The objective is to implement a consistent conceptual model for approval workflow within these modules that will facilitate understanding of the transaction approval process by end-users.

Cybermation and DocumentDirect:

The ERP project team developed various user-friendly financial functional reports using N-vision, Crystal, and SQR tools. Cybermation will facilitate the schedule and running of nightly reports/processes without manual intervention. DocumentDirect will section each report by department and copy it to various destination reporting file folders. Reports are made available to end-users using a combination of Cybermation and DocumentDirect technologies.

What is a Portal?

Oracle's PeopleSoft Enterprise Portal is a world-class portal solution. It is ideal for customers to deploy an unlimited number of communities for their enterprise with a heavy focus around PeopleSoft application business processes. The ERP Technical team and DTI Systems Engineering con-figured the Portal environment and testing is underway.

Quality Assurance:

The Quality Assurance team completed QA Design inspections and walk-through on numerous CSRs, assuring the design meets functional requirements and DTI ERP technical standards. They also completed QA Development inspections to ensure the solution meets the design/development standards and has been unit-tested.

QA Design	
Financial Status - QA Design	
Total FIN DRs Submitted	219
Approved	204
Returned to In Design or Exception Mgt	4
In Progress or Pending Walk-through	11
PHRST Status - QA Design	
Total PHR DRs Submitted	105
Approved	99
Returned to In Design or Exception Mgt	2
In Progress or Pending Walk-through	4
QA Development	
Financial Status - QA Development	
Total FIN Submitted	170
Approved	133
Returned to In Devl or Exception Mgt	11
In Progress	26
PHR Status - QA Development	
Total PHR Submitted	62
Approved	61
Returned to In Devl or Exception Mgt	1
In Progress	0

Standard Operating Practices Committee (SOPC):

The SOPC continues to make sufficient progress and recently deployed the SOP Documentation Standard, finalized Prod Document Procedure, SOP Scorecard Procedure, ERP Application Security Administration Procedure, SFTP Security Procedure, and the QA Scorecard Procedure. The SOPC developed the SQL Access Procedure and Form with an automated workflow for requesting SQL access through SharePoint. Currently, they are working on the SOPC Strategic Plan and with assistance from the DTI ERP team, they have deployed nearly 40% of identified SOPs.

We appreciate the ongoing teamwork!

TEAMWORK

Application Delivery

Submitted by Tim Darcy

THE ELECTIONS ELECTRONIC SIGNATURE PROJECT

This project works to streamline the voter registration process making it more efficient. Voter registration requests come from the county offices, the DMV, the Internet, and election drives; with the majority of voter registration requests being initiated from citizens conducting business at the DMV. While at the DMV, the citizen is asked if he/she would like to apply to register to vote or to change their party designation, or to update their personal information

In the past, this process was paper-driven at the point of interaction with the citizen (DMV or county Elections Office), paper-driven for processing of the Voter Registration Application to the elections voter database (the county offices and the Elections Management System on the mainframe), and paper-driven for archival and retrieval of signed applications for registration or change to citizen registration information.

As a result of the changes via this project, the processes at DMV and Elections county offices will no longer involve ANY paper flow in order to process a request to register or to change registration information. Processing of the voter registration applications will be done via online review of pending change requests, and the addition or update of information will be completed in the voter database in Elections. Archive and retrieval of citizen's request to change or apply will also be handled completely electronically.

The way this change in process has been accomplished is via integration of a "Signature Pad" into the existing DMV and Elections mainframe systems and processing flow. At certain points in the process, processing control is passed to a signature pad similar to what you see in Wal-Mart or any store where you pay for your purchases with a credit card. Similar to what you see on these signature pads, we are initiating interaction with citizens to make selections, answer questions, and provide their signature to document their request for this change. Upon completion of this interaction with the pad, the citizen's signature is captured electronically and stored in a database and their information in support of their request is interfaced to the Mainframe Elections Management system for processing. All this is done without paper. There is no paper to drive the process and no paper to be filed and stored in legions of filing cabinets. Instead, the signature captured for that transaction is stored in a database of signatures and linked to the voter registration change request. At any time later, using an online function in the Elections System, an electronic image of a voter registration application can be displayed on the screen with the inclusion of the appropriate electronic signature that was collected at the time they made their request.
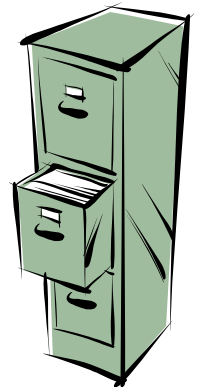
There is a great deal of technology blended together to support this type of processing on the multiple platforms involved. A team of associates from the DelDOT team, the Elections team at DTI, and other DTI teams has worked very hard to bring together a solution that will dramatically improve an important function in support of the citizens of Delaware. The management teams of Elections, and DelDOT/DMV/DTI have been very supportive in making this improvement a possibility. The initial rollout will be in February 2009, with rollout across the other county DMVs and the Elections County offices in the days and weeks following.

Just for Fun!

R	O	D	E				
R	E	G	A	L			
N	E	P	A	L			
C	A	R	V	E			
S	Q	U	E	A	L		

Each row contains a word which can be rearranged to make another word with the same letters. Enter the rearranged word in the blank boxes in each row.

(Answer on last page)

Systems Engineering

Submitted by Mike Malik

MAINFRAME MODERNIZATION

Higher Education Initiative:

We completed a higher education initiative with IBM and have met with local colleges and universities to discuss the need for training on mainframe technologies. IBM has a wealth of training materials, along with remote access to mainframes at no cost, available to the education community. Both the University of Delaware and Wilmington University are interested in the program and are exploring options to add the courses to their existing computer science curriculum.

Secure 3270 Connectivity:

The Secure 3270 Emulator Standard was recently approved and published. DTI completed its own conversion to a secure emulator and now has a project underway to work with our mainframe customers to develop plans for their conversion to a secure 3270 connection. Within a few weeks, DTI's Project Manager and Organizational Change Management Lead will be deploying a questionnaire that will be used for gathering information to assess how our customer's use 3270 emulation.

Mainframe Domain:

DTI is in the 'formation' steps of setting up a Mainframe Domain. The Mainframe Domain is a group of IT professionals that will meet monthly to discuss the direction and role of the IBM mainframe within the State of Delaware. This critical platform contains significant assets of the State and will continue to play a crucial role for many years. This group will help to define the future direction for this platform. Additionally, we envision that sub-committees will be formed to address specific issues and challenges. Mike Malik has agreed to chair this group. If you would like to participate in this group, please send an email to mike.malik@state.de.us.

Adabas/Natural Conversion Proof of Concept:

DTI is preparing to begin a proof of concept which will assist in determining the level of effort necessary to convert Adabas databases into DB2 databases and converting our Natural programs into another language, such as COBOL.

There are two main reasons for looking at this conversion.

1. Adabas is what is referred to as a pre-relational database. Although it can continue to support our needs for some time, pre-relational databases are nearing the end of their useful life. In the past couple of years, we have worked with the Department of Health and Social Services to convert their pre-relational database (IMS) into DB2 with great success.

2. DTI would like to standardize both mainframes' databases. This will enhance our ability to failover between the two data centers in the event of a disaster or business continuity situation.

A team of people across DTI has been assembled for this critical project.

Just for Fun!

A	R	C	H
R			
C			
H			

F	A	I	R
A			
I			
R			

Complete the puzzle grids so the same word will appear left to right and top to bottom like **ARCH** and **FAIR** do. Enter the letters in the blank boxes. *(Answer on last page)*
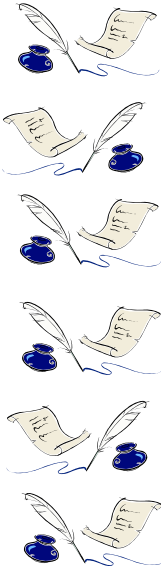
Quality Month

Submitted by Boskey Kamboj

2008 DTI QUALITY MONTH CELEBRATION

On October 4, 1984, President Ronald Reagan signed Proclamation 5249 – National Quality Month. The Proclamation states:

"A commitment to excellence in manufacturing and services is essential to our Nation's long-term economic welfare. Quality in manufacturing and services will contribute to increased productivity, reduced costs, and consumer satisfaction. Historically, American craftsmen have shown great personal pride and interest in developing quality goods and services. Today, we must reinforce our pride of workmanship by renewing that commitment. Improving the quality of American goods and services depends upon each of us. Individual workers, business managers, labor leaders, and government officials must all work to promote a standard of excellence in the public and private sectors."

During the month of October 2008, DTI commemorated its First Annual Quality Month Celebration. In 2007, the Office of Major Projects celebrated Quality Month by holding events, activities, and presentations throughout October. Due to the success in 2007 and previous years, this year's event generated interest and participation across the organization. All DTI teams selected representative(s) from their teams to serve on the Quality Committee, bringing forth a diverse view on Quality. The events for this year included weekly presentations, a SLOGO Contest, and Showcase. All these events signify DTI's existing commitment and future growth to the measure of Quality. DTI Senior Management played an integral part in supporting this initiative by participating in presentations, serving as judges for the contests, and providing rewards to employees for their dedication. A Quality Program team has been selected to review and integrate all quality initiatives.

Thank you for your continued commitment to provide Quality service at DTI!

Quality Committee Members:

Team	Designee
Application Delivery	Kim Cloud Janet Villamor
Organizational Change Mgmt	Nancy Erwin Fannie Humphries
Chief Security Office	Veronica Baynard
Data Center & Operations	Chris Jones Karen Watson
Enterprise Architecture	Lillian Schaube
Enterprise Resource Planning	Carrie Landsnes
Fiscal Office	Lillian Nugent
Human Resources	Kim Thornton
Project Management	Baljinder (Boskey) Kamboj
Systems Engineering	June Lawton Humair Qureshi
Telecommunications	Irv Culver

WINNING SLOGO

Our Team: Recognition

CPO Division Employee of the 2nd Quarter
(April – June 2008)

- **Janet Villamor**
  Application Delivery

CPO Division Team of the 2nd Quarter
(April – June 2008)

- **Mainframe Group**
  Ann Adams, Rich Bevan, Deb Bialecki, Ken Droddy, Bud DuPlessis, Robby Khanal, Mohammad Farooq, June Lawton, Joe Messineo, Brenda Rookard, Pat Turner, Cathy Williams, Steve Zelenik

Team Leader Employee of the Month

June 2008

- **Janet Villamor**
  Application Delivery Team
- **Prakash Danduprolu**
  Project Management Team
- **Ann Adams**
  Systems Engineering Team

July 2008

- **Myrtle Jubilee**
  Application Delivery Team
- **Nancy Erwin**
  Organizational Change Management Team
- **Jane Wise**
  Systems Engineering Team

August 2008

- **Emer Ingeniero**
  Application Delivery Team
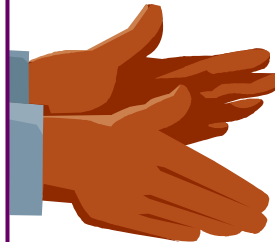- **Robby Khanal**
  Systems Engineering Team

KUDOS

June 2008:
Debbie Abbott, Nancy Erwin, Tony Marge, Robby Khanal, Prakash Danduprolu

July 2008:
Tony Marge, Debbie Abbott, Nancy Erwin, Prakash Danduprolu, Mary Wagner, Akila Venkat, Paulette Bowe, Reagan Paquette

August 2008:
Crystal Norman, Paulette Bowe, Karen Esposito, Terry Wright, Brad Dukes, Dan Cook, Debbie Abbott, Tony Marge, Nancy Erwin

SUPERSTARS

Nominators	Nominees
Humair Qureshi	Charles Campbell-King
Kim Cloud	Jitendra Rawal
Terry Wright	Mary Wagner
Jim Salb	Dave Martin

June 2008
Jane Wise, Rich Bevan, Sharon Seifert, Mary Wagner, Dave Martin, Ken Droddy

July 2008
Holly Powell, Steve Bailey, Jitendra Rawal, Nancy Erwin, Joe Morelli

August 2008
Richelle Edwards, Vince Tirpak, Mary Wagner, Kathy Stroh, Alison Walls, Tony Marge, Dan Cook, Bud DuPlessis, Janet Villamor

Our Team: Recognition

CHAMPIONS BRAVO!

CPO Division Employee of the 3rd Quarter
(July – September 2008)

- **Gail Kernaghan**
  Organizational Change Management

BRAVO!

Team Leader Employee of the Month

September 2008

- **Gail Kernaghan**
  Organizational Change Management Team
- **Joe Morelli**
  Project Management Team

October 2008

- **Tony Marge**
  Application Delivery Team
- **Cindy Bray**
  Organizational Change Management Team
- **Baljinder Kamboj**
  Project Management Team

November 2008

- **Tim Darcy**
  Application Delivery Team
- **Stacey Sowers**
  Organizational Change Management Team
- **Carrie Landsnes**
 Project Management Team

KUDOS

September 2008:

Kamlesh Sheth, Bill Pfaffenhauser, Joe Morelli, Reagan Paquette, Crystal Norman, Paulette Bowe, John Trabaudo, Tim Darcy Michelle Donahue, Cheryl Wright, Richard Culp, Satish Thummala, Janet Villamor, Kiran Kokonda

October 2008:

Debbie Abbott, Nancy Erwin, Tony Marge, Charles Campbell-King, Gail McGlashan, Suzanne Morris, Donna Nowell, Julie Moran, Kiran Kokonda, Pari Viswanath
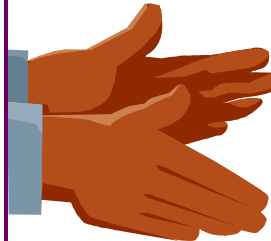
November 2008:

Tony Marge, Nancy Erwin, Debbie Abbott, Joe Shockley, Percy Navarro

CHEERS FOR PEERS

September 2008

Terry Ann Wright, Joe Shockley, Pam Waters, Cindy Bray

October 2008

Kamlesh Sheth, Stacey Sowers, Sharon Seifert, Rose Schroeder, Pn Naraynan, Paulette Bowe, Myrtle Jubilee, Lynn Hersey-Miller, Cheryl Wright, Tony Collins, Percy Navarro, Karen Esposito, John Trabaudo, Janet Villamor

November 2008

Richelle Edwards, Vince Tirpak, Mary Wagner, Kathy Stroh, Alison Walls, Tony Marge, Dan Cook, Bud DuPlessis, Janet Villamor, Kim Cloud

The Office of Major Projects is involved in a wide range of initiatives:

Delaware ERP Project: The statewide ERP project will not only upgrade the Human Capital Management modules (Human Resources, Benefits Administration, Payroll, Time and Labor), but will also allow for a statewide implementation to replace and consolidate the current mainframe accounting systems. The 2nd Test Move to production process started and testing will begin in January 2009. Plans for user acceptance testing are underway with a focus on metrics.

Integrated Corporate Information System (ICIS): Contract negotiations are underway with the selected vendor. The detailed project plan is expected by the end of December 2008. Upon receipt of an approved project plan, formal project initiation is expected to begin in January 2009.

eGovernment: Delaware's websites have been ranked the best in the nation in a Brookings Institution survey of government websites. The eGov Core Team has been diligently refining the eGovernment Strategic Plan.

Courts Organized to Serve (COTS): This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in 8 phases. COTS Phase 4 includes civil case processing for Kent and New Castle counties. All statewide JP courts and those in Sussex County were completed in Phases 1- 3. Phase 4 will be implemented in two parts: In November, Court of Common Pleas in Kent and New Castle counties went live successfully. Superior Court in Kent and New Castle counties are tentatively targeted for March 2009. Superior Court is interested in having the Lexis Nexis download/upload functionality in place prior to implementation.

Enterprise Project Management (EPM): EPM will now be more closely monitored by the managers to ensure that the data quality is improving. The Program Management Office (PMO) members have taken steps to improve their project schedules and have been working with individual resources to accommodate needs and task scheduling. Improvements will continue as the tool is mastered.

800MHz Next Generation: In-street and in-building coverage testing is complete. Further testing is being carried out to determine if the coverage gaps can be handled operationally, or if further "enhancements" to the buildings will be required. In Kent County, Caesar-Rodney High School will have a Bi-directional Amplifier (BDA) installed to provide total coverage for the building. The Re-banding planning phase is rapidly approaching closure, with the imminent Motorola execution phase proposal delivery to the State Team. Upcoming sub-projects include VRS Testing and Automated Records Management (ARM) development.

Program Management Office (PMO) Process Revision and Training: One full cycle of Project Management and Organizational Change Management training has been completed in-house. This includes 2 sessions of the Basic Course, 2 sessions of the Intermediate Course, and 1 session of the Advanced Course. One session of the Basic Course was also conducted outside of DTI to a class comprised of a number of state organizations. This "external" course received kudos by the participants who said it was: "Very worthwhile" and they would "Recommend to a co-worker". Additional "external" courses will be offered, but are not scheduled at this time.

Pensions Infrastructure/PeopleSoft Upgrade: The Office of Pensions will upgrade their entire infrastructure to include the PeopleSoft applications. Additionally, the agency will be enhancing some of their e-Applications with Identity Access Management (IAM) configurations. This will allow for single sign-on for pensioners. The project team was tasked with installation and system configuration of the new hardware. The vendor, hired by the agency, completed the configuration of the Test and Development environment. The project is 39% complete. Configuration of the production environment will start in the 1st quarter of 2009. "Go Live" for the infrastructure is anticipated for the 3rd quarter of 2009.

"Things that matter most must never be at the mercy of things which matter last."

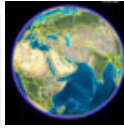*~ Goethe, German poet & philosopher*

The Office of Major Projects is involved in a wide range of initiatives:

Continuity Of Operations Planning (COOP):
COOP is a statewide, multi-year, multi-phase program, both federally and state mandated. The program encompasses all state organizations, schools, and higher education in a phased approach. The average organization is expected to take about a year to complete their project and DTI anticipates five to seven years for statewide project completion. There are several state organizations partnering with DTI to complete the program. Joining the program after the first of the year will be Professional Regulations, Division of Child Support Enforcement, Division of State Services, and Division of Substance Abuse & Mental Health. The DTI Business Continuity/Disaster Recovery Team recently upgraded the LDRPS (Living Disaster Recovery Planning System) to version 10. Training for DTI personnel was held, with training to external customers scheduled for January 2009. Currently, five customers are ready to move their BIA Survey data into the next phase. This data will be uploaded into the LDRPS module where strategy development begins for the organizations. Following success of this phase, a "Table-top" exercise will be conducted where organizations will utilize their developed plans for COOP. Education Sessions about the program and its importance continue being provided to the State, K12, and Higher Education communities. Please contact the COOP Team to schedule an Education Session for your organization at:
DTI_COOP_Project_Team@state.de.us.

LINUX Server Upgrades: The project team is tasked with successfully upgrading both the physical and virtual LINUX servers residing in the Dover Data Center. At the completion of the upgrade, all servers will be running RedHat LINUX version 5.0. The project team has identified all systems to be upgraded, is preparing communications to customers, and developing a migration schedule. Currently, the technical team is working to develop procedures and templates to prepare for the upgrades of the systems. Upgrades and testing will be applied to DTI-Only systems initially. Following successful upgrades of those applicable systems, upgrades will begin for systems of external customers.

Enterprise GIS: Requirements gathering for the Data Dissemination Hub for Phase 1 of the Enterprise GIS program is well underway. The vendor is in the process of pulling the results of the interviews together into the requirements documentation and drafting the design documentation. Requirements and Design are expected to be prepared in January 2009 and building the hub is planned to begin shortly thereafter. The Technical Infrastructure sub-committee of the DGDC met several times and have developed a charter, draft gap analysis, and are working together to define the future state.

VoiceXML: The Application Delivery Team successfully upgraded and re-implemented all our legacy VXML applications on November 26, 2008. The upgrade not only took the VXML code up to the latest v2.1, but also to the Prophecy 8 platform on Voxeo, which is the most currently supported hosting platform of our vendor. Along with this VXML upgrade, the WebSphere VXML application code was also upgraded from WAS 5.0 to WAS 6.1. All voice applications linked to the state voice portal and the credit card fulfillment line were converted. The state organizations involved in this effort were Division of Revenue (DOR), Elections, Treasurer's Office, and Department of Natural Resources and Environmental Control (DNREC).

Mainframe Modernization: The Mainframe Modernization Program's Secure 3270 (Phase 2) project team is communicating with main-frame customers to gather information needed for their conversion to a secure 3270 connection.

Putting first things first

Stephen Covey urges us in *The 7 Habits of Highly Effective People* to "Put First Things First". What can we do to get better at priorities, planning, and time management? We must not let the urgent drive out the important, a critical factor in any Project's SUCCESS.

R	O	D	E	R	E	D	O		
R	E	G	A	L	G	L	A	R	E
N	E	P	A	L	P	L	A	N	E
C	A	R	V	E	C	R	A	V	E
S	Q	U	E	A	L	E	Q	U	A	L	S

A	R	C	H
R	A	R	E
C	R	A	M
H	E	M	P

F	A	I	R
A	U	R	A
I	R	O	N
R	A	N	K

There may be other solutions besides the ones offered here.